

A background image of a sailor on a boat. The sailor is wearing a white cap and a red and white racing suit. The boat has 'AUS' and 'HAMILTON ISLAND' branding. A semi-transparent blue box is overlaid on the left side of the image.

#nextlevel

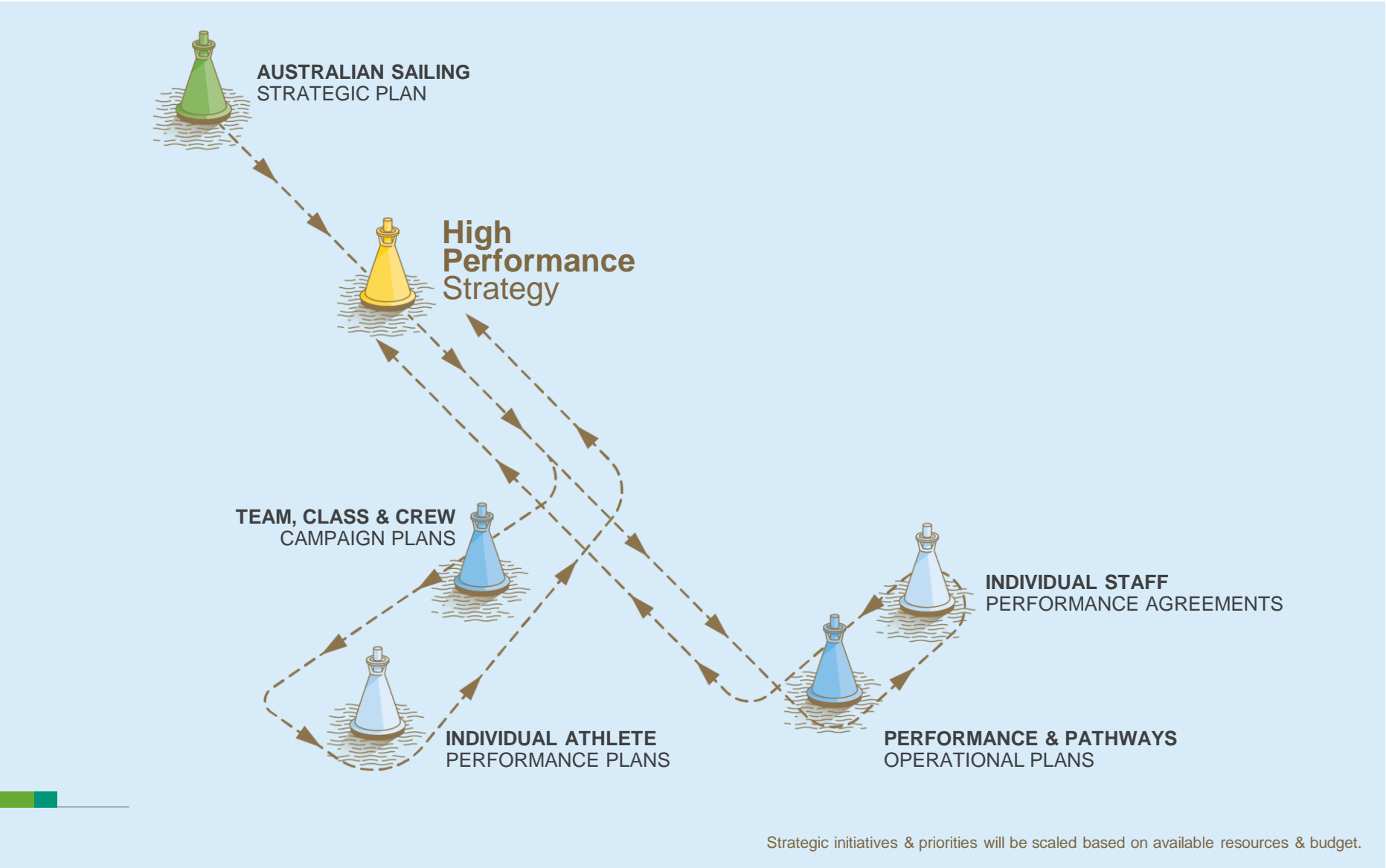
Australian Sailing HP Strategy

LA 2028 & beyond



Australian Sailing Strategy & Planning Framework

Top down & bottom up approach



STRATEGY
ON A PAGE:

Mission:

No.1 Olympic sailing country in the world uniting and inspiring our community and nation



2-3 medals (including a minimum of 2 gold)
at Paris 2024 and LA 2028 Olympics + 1-2 top 10

Australian Sailing HP Strategy – towards LA 2028 & beyond

Simplified & prioritised enablers to success:

-  **Maintain priority** on core medal classes & **scaled growth** in new class capability
-  Appropriate volume of training in **diverse challenging conditions** over time
-  **Coach-led** vertically integrated squad-based approach with periodised coaching focus across cycles
-  **Regular & intensive highest quality** international regattas
-  efficient, agile & effective deployment of **multidisciplinary technology** internally shared & embedded in programs
-  Maintain **world-class** coaching
-  **embedded performance support** optimising & impacting performance & holistic athlete development
-  Self-learning, **growth mindset** & mental resilience
-  **Money** - shared investment with athlete ‘skin in the game’
-  Clear but **multiple** performance pathway/s
-  ...and **time**

11 Point Plan:

- Program Philosophy**
- Higher-order program purpose & holistic development
 - Sustainable integrated medal winning HP System
 - Squad-based performance model
- Strategic Priorities**
- Effective use of athlete success profiles
 - Supercharge coaches & coaching
 - Stepping up quality & consistency of the performance environment – campaign planning, tech & operational excellence
 - Improve gender balance in HP pathway & increase medal winning women
 - Build new capability in kites & boards over longer term & specialised offshore approach
- Delivery Model**
- Prioritised medal class portfolio & enhance repeatability
 - Clear Performance Pathways & NIN & Patron partnerships
 - Deliberate fit for purpose structure aligned to new strategy

Success Measures:

- 

Performance

 - Consistently winning multiple-medals (including gold) at Olympics & World Championships
- 

Repeatability

 - Systematic approach with embedded HP processes producing and retaining a pipeline of athlete and coach talent at a scale required to deliver on our performance objectives
- 

Inspiration

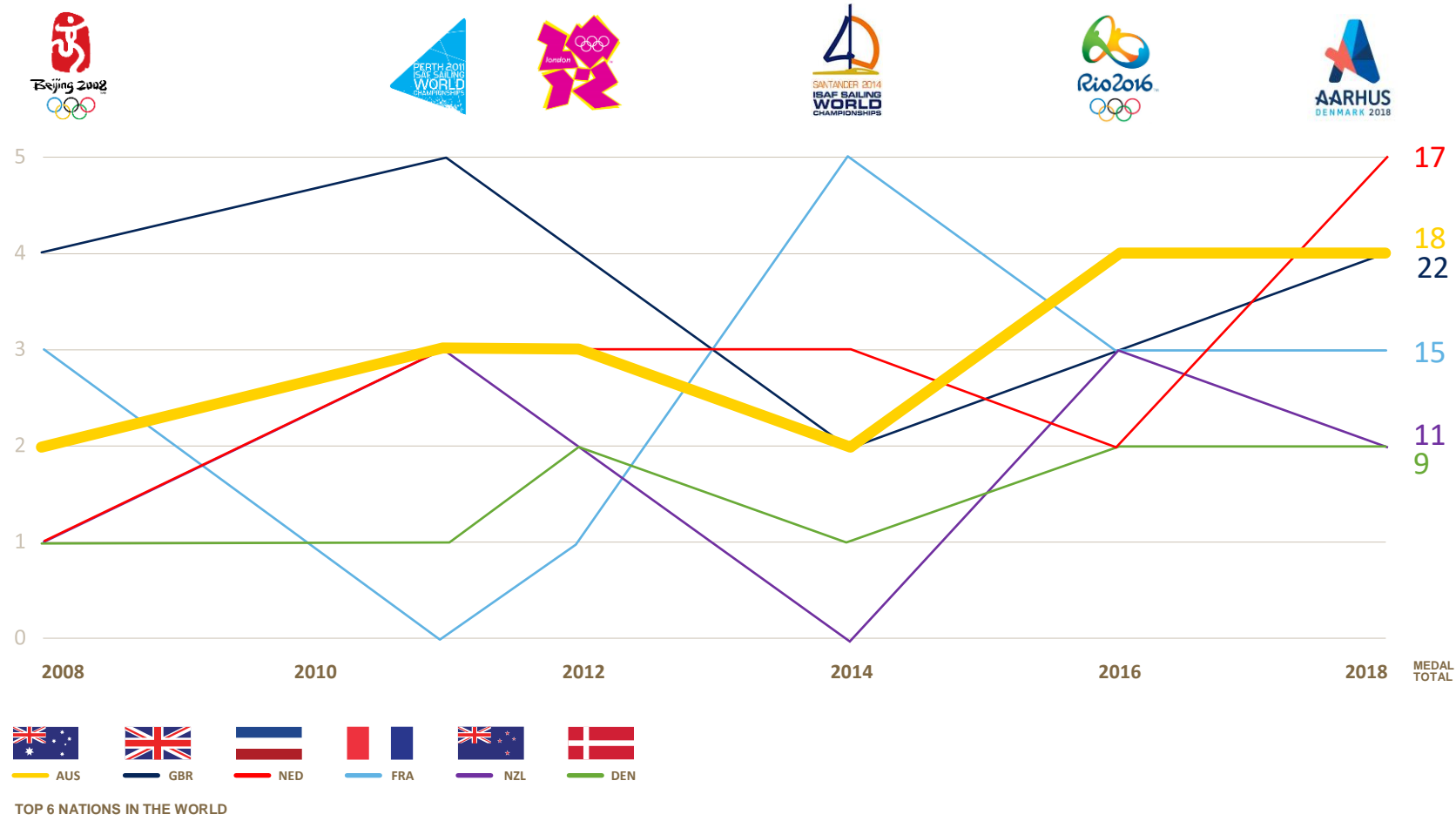
 - Our athletes and team have a positive influence on retaining and growing our sailing community

Setting the scene – evolution of the Australian Sailing Team



Launching a new strategy from a strong platform of success in a competitive international market

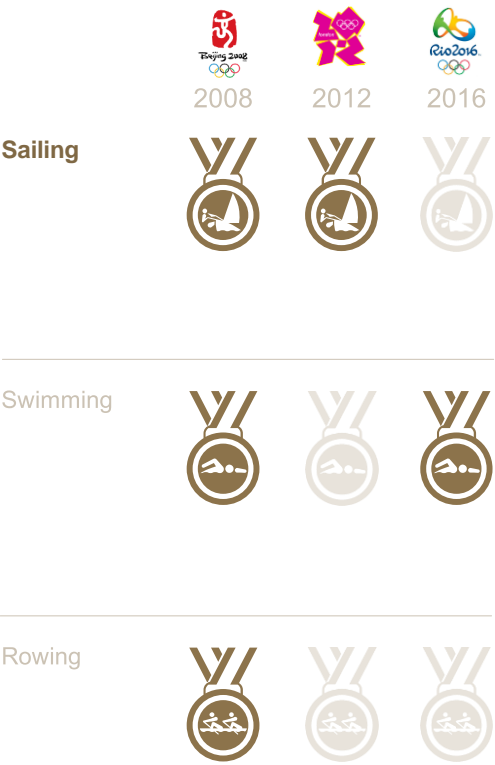
WORLD CHAMPIONSHIPS + OLYMPICS MEDAL COUNT (note – does not including discontinued Olympic classes*)



*Discounted classes include: Star, Yngling, WMR & Tornado
See Appendix 1: Olympic Medals by class 2008 - 2016

...and a proven leader in **Australia's Olympic team** environment providing stable return on investment

MULTI-GOLD MEDAL SPORTS



TOTAL MEDAL MARKET SHARE*



GOLD MEDAL TABLE RANK BY SPORT



*Medal market share - conversion of medals won vs medal available

Who
we are...



WINNING SPIRIT™

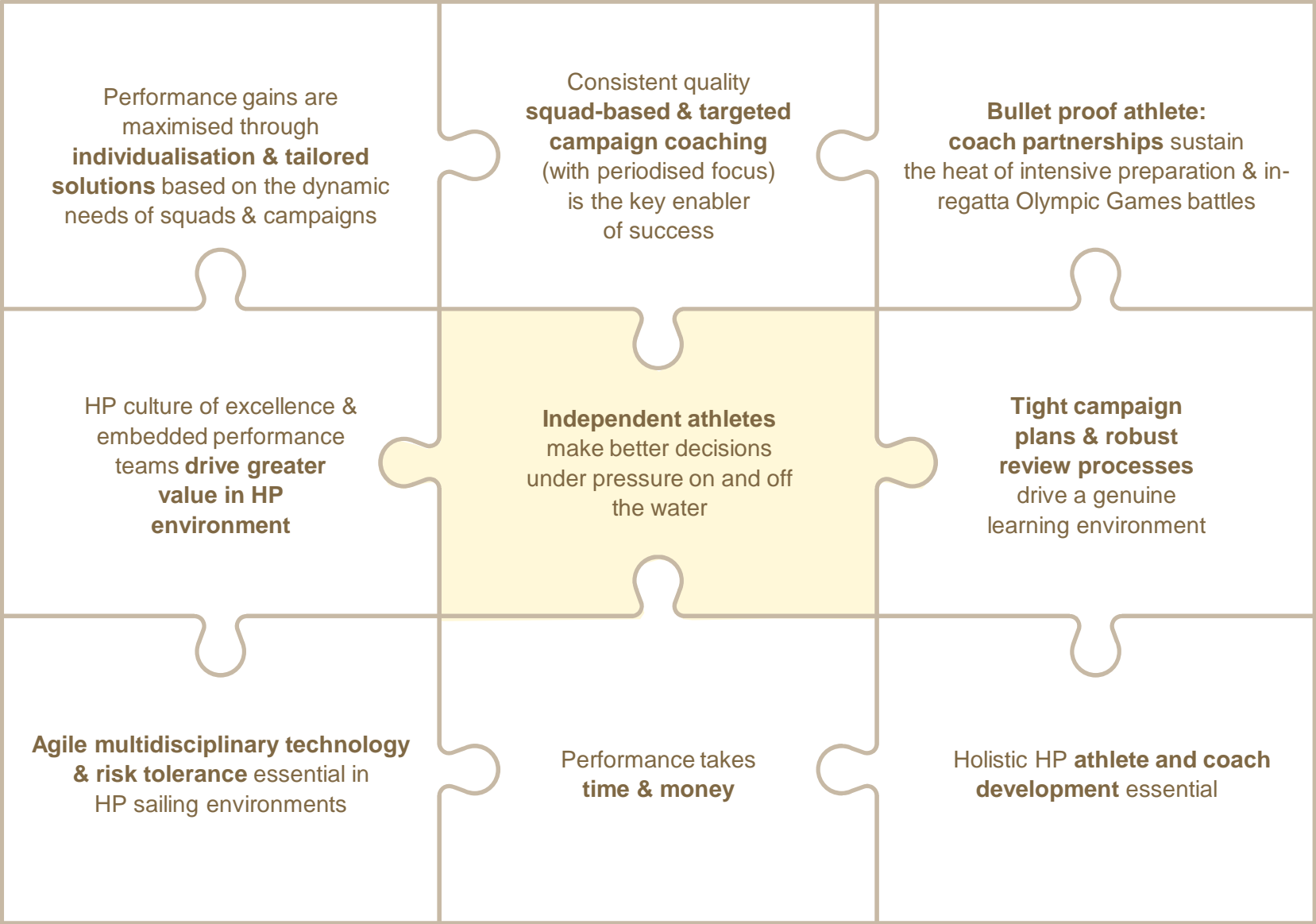
THE UNLIMITED DESIRE TO BE THE BEST AND THE READINESS TO PROVE THIS IN CRUCIAL MOMENTS

CONFIDENCE BASED ON PREPARATION – our team priorities resources wisely to ensure nothing that really matters can be done better by anyone in terms of body, mind, character, speed, support, weather, environment, decision-making, equipment, developing and protecting competitive advantage.







KNOWLEDGE – deep down understanding that ***I know I will win*** – rather than want to win.

IN ANY CIRCUMSTANCES – no matter what happens, I have the mental toughness, resilience, and energy to make the right decisions and ***win***.

What we
believe...



Top 6 nations
are focused;
targeting resources;
and, **becoming
more dominant...**

		2008	2012	2016	AVERAGE
	Entries	11	10	10	10.3
	Medals	6	5	3	4.7
	Conversion Rate	55%	50%	30%	45%
	Entries	10	8	7	8.3
	Medals	3	4	4	3.7
	Conversion Rate	30%	50%	57%	44%
	Entries	6	7	8	7.0
	Medals	2	3	2	2.3
	Conversion Rate	33%	43%	25%	33%
	Entries	11	10	10	10.3
	Medals	3	1	3	2.3
	Conversion Rate	27%	10%	30%	23%
	Entries	6	9	7	7.3
	Medals	1	2	4	2.3
	Conversion Rate	17%	22%	57%	32%
	Entries	4	8	8	6.7
	Medals	1	2	2	1.7
	Conversion Rate	25%	25%	25%	25%

Key insights

- In Rio 2016, **60% of all available sailing medals** were won by these 6 nations
- **GBR and FRA** are the only nations that send full teams to Olympics
- **AUS and GBR** have highest average conversion rates
- **AUS and NZL** highest Rio 2016 conversion rate with only 7 entries each
- **Distribution of medals is becoming more consistent** across the top 6 teams (i.e. no Nation won more than 4 medals in Rio)
- **DEN and NZL are the latest movers**, with both becoming more of a top 6 nation in 2016
- Tight continental cluster of Top 6 with **4 Euros + 2 Oceania**
- **Retention of exceptional athletes** across multiple cycles delivers multiple medals

It's super competitive at the top...but Australia remains a benchmark converter of opportunities to medals

Australian Sailing HP Strategy - LA 2028 & beyond

BEIJING 2008 - 48% OF MEDALS WON BY 6 NATIONS												ENTRIES	MEDALS	SUCCESS RATE	*WEIGHTED MEDAL
GBR	470	470W	49er	STAR	Finn	Laser	Laser R	TORNADO	RSX	RSXW	YNGLING W	11	6	55%	15
AUS	470	470W	49er	STAR	Finn	Laser	Laser R	TORNADO		RSXW	YNGLING W	10	3	30%	8
NED	470	470W			Finn	Laser		TORNADO			YNGLING W	6	2	33%	4
FRA	470	470W	49er	STAR	Finn	Laser	Laser R	TORNADO	RSX	RSXW	YNGLING W	11	3	27%	4
NZL	470			STAR	Finn	Laser	Laser R		RSX			6	1	17%	3
DEN			49er		Finn	Laser				RSXW		4	1	25%	3
LONDON 2012 – 57% OF MEDALS WON BY 6 NATIONS												ENTRIES	MEDALS	SUCCESS RATE	WEIGHTED MEDAL
GBR	470	470W	49er	STAR	Finn	Laser	Laser R	WMR	RSX	RSXW		10	5	50%	11
AUS	470	470W	49er		Finn	Laser	Laser R	WMR		RSXW		8	4	50%	11
NED	470	470W			Finn	Laser	Laser R	WMR	RSX			7	3	43%	6
FRA	470	470W	49er	STAR	Finn	Laser	Laser R	WMR	RSX	RSXW		10	1	10%	1
NZL	470	470W	49er	STAR	Finn	Laser	Laser R	WMR	RSX			9	2	22%	5
DEN		470W	49er	STAR	Finn	Laser	Laser R	WMR	RSX			8	2	13%	3
RIO 2016 – 60% OF MEDALS WON BY 6 NATIONS												ENTRIES	MEDALS	SUCCESS RATE	WEIGHTED MEDAL
GBR	470	470W	49er	FX	Finn	Laser	Laser R	N17	RSX	RSXW		10	3	30%	8
AUS	470	470W	49er		Finn	Laser	Laser R	N17				7	4	57%	9
NED		470W		FX	Finn	Laser	Laser R	N17	RSX	RSXW		8	2	38%	6
FRA	470	470W	49er	FX	Finn	Laser	Laser R	N17	RSX	RSXW		10	3	30%	5
NZL	470	470W	49er	FX	Finn	Laser		N17				7	4	57%	8
DEN			49er	FX	Finn	Laser	Laser R	N17	RSX	RSXW		8	2	38%	2

Classes in Blue discontinued

*Weighted Medal = 3 points Gold, 2 points Silver, 1 point Bronze
See Appendix 2: Olympic Sailing Future Operating Context & Environment



What will
success
look like in
LA 2028?

Mission:

No.1 Olympic sailing
nation in the world
uniting and inspiring our
community and nation



3-4 medals (including a minimum of 2 gold)
at Paris 2024 and LA 2028 Olympics + 1-2 top 10



Defining Success:



Performance

- ✓ Consistently winning multiple-medals (including gold) at Olympics & World Championships



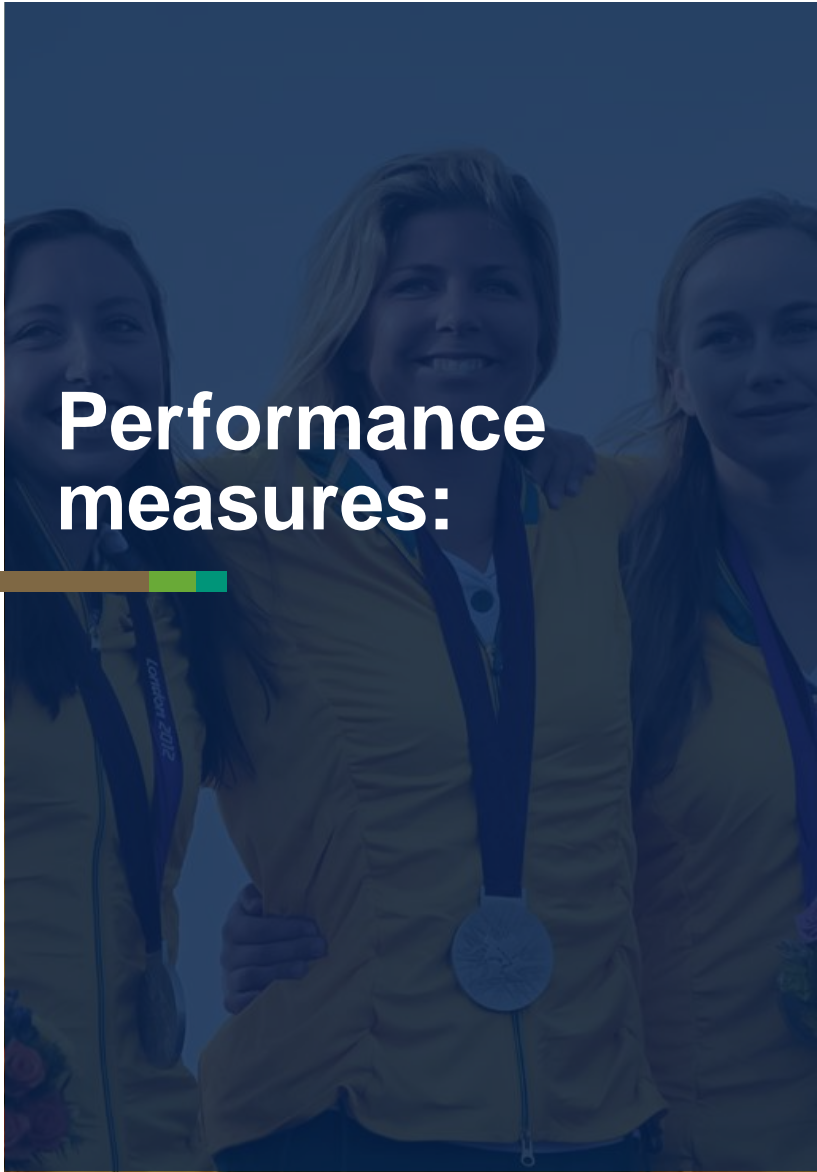
Repeatability

- ✓ Systematic approach with embedded HP processes producing and retaining a pipeline of athlete, coach and HP staff talent at a scale required to deliver on our performance objectives



Inspiration

- ✓ Our athletes and team have a positive influence on retaining and growing our sailing community and inspiring the nation



Performance

- ✓ **3-4 medals** (including a minimum of 2 gold) at Paris 2024 and LA 2028 Olympics + 1-2 top 10
- ✓ Consistent medal winning performances (including gold) at World Championships and World Cups as milestones to Olympic performance
- ✓ # of Top 10 places (across the team & per class)



Repeatability

- ✓ # or % of AST, ASS and ASF **athletes** meeting the performance model benchmarks providing the required critical mass to repeatedly succeed at the Olympics
- ✓ Annual satisfaction of athletes with AS **wellbeing** & support initiatives
- ✓ # & % retention of **national + contract specialist coaches** in HP system in priority classes and pathway programs
- ✓ % of coaches & HP staff with IPPs actively engaged in **tailored development program**
- ✓ Quality strategy, campaign & **operational planning** (and fit-for-purpose structure) regularly reviewed & driving decision-making
- ✓ Retain and **grow resources** based through a partnership model with NIN and other investors



Inspiration

- ✓ **# of engagements** from athletes and coaches in community sailing initiatives
- ✓ Rating and benchmarks for **community sailing sentiment** towards our international performances & behaviours of our role model athletes, coaches & national HP staff– measured through annual membership/community survey tool
- ✓ Rating and benchmarks for **community pride** in our Olympic sailor's performance & behaviours

Our competitive advantage

faster & smarter



Clever, unique & diverse
team of people



Past history & critical
mass of success



Targeted approach
& retained talent pool of
world-class athletes –
empowered independence



Shared belief
& expectation
of winning when it
matters the most



Retention &
development of
repeat gold medal
winning coaches



Quality & diversity of
domestic water ways
& conditions



Pinnacle event
familiarisation processes
that accelerates athlete
confidence & performance
optimisation



Level of resources,
support &
infrastructure/equipment
to enable success



Leading edge
technology & embedded
environmental program



Governance & senior
management empowers
the performance
environment and minimises
distraction





#nextlevel 11 Point Plan

Strategic Shifts:
Optimising.....

Performance, Repeatability & Inspiration

CURRENT STATE

TO FUTURE STATE

PROGRAM PHILOSOPHY

Strong medal focus



1. Higher-order program purpose & holistic development

Repeat medal winning team



2. Sustainable integrated medal winning HP System

Mixed approach to class delivery



3. Squad-based performance model

STRATEGIC PRIORITIES

Isolated expertise & winning IP



4. Effective use of athlete success profile

World-class coaching group



5. Supercharge coaches & coaching

Quality people but sub-optimal consistency of HP management practices



6. Stepping up quality & consistency of the performance environment - campaign planning, tech & operational excellence

Significant gaps in Women's and mixed classes



7. Improve gender balance in HP pathway & increase medal winning women

Limited capability or HP sophistication in new classes



8. Build new capability in kites & boards over longer term & specialised offshore approach

DELIVERY MODEL

Intensive AST campaign focus & resourcing



9. Prioritised medal class portfolio & enhance repeatability

Ambiguity & complexity in the HP system



10. Clear Performance Pathways & NIN & Patron partnerships

Program structure evolution impacted by individual approaches



11. Deliberate fit for purpose structure aligned to new strategy

PROGRAM
PHILOSOPHY

1

Higher-order program purpose & holistic development:

Critical actions

HP Strategy

- Success measures to include an expanded set of performance measures – i.e. performance + repeatability + inspiration
- **Winning Spirit**
- Additional AST ‘winning spirit’ statement specifically related towards winning on and off the water - holistic development priority

Holistic athlete development:

- Off-water targets and deliverables included with resource prioritisation in athlete IPPs
- Proactive and effective athlete advisory group informing athlete wellbeing & engagement initiatives – different at different levels of the pathway
- Quality athlete transition processes and support

Athlete support & retention:

- Incentivised and flexible medium-term multi-year athlete support for repeat medalists to drive Olympic campaigning retention
- Develop new framework and criteria for priority athlete ‘re-entry’ into program (i.e. women, pro sailors, etc.)
- Establish new athlete employment partnership opportunities during & post career (i.e. Navy, University subsidies for study, etc.)
- Improve Patron’s Program and Barrenjoey alumni leverage for mentoring, business advice, resourcing, casual employment, etc.

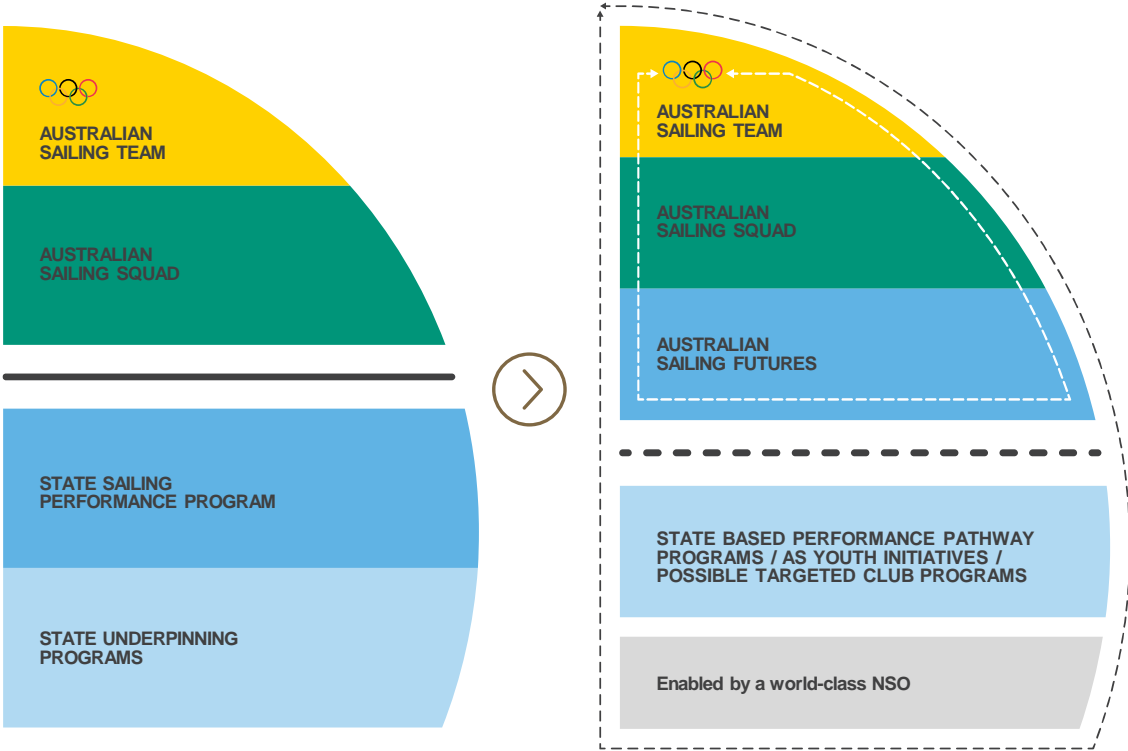
PROGRAM PHILOSOPHY

2 Sustainable integrated medal winning HP system:

Critical actions

HP System Framework Shifts

- Targeted vertical integration at AST, ASS and NEW ASF level
- Specific ASF 'brand' or category to drive retention and accelerate development particularly in classes where there are depth gaps at the top end
- Australian Sailing Futures - targeted individual athlete group facilitating lateral movement across and within classes (where appropriate) to develop the required 'generic' skills and match the best crews together
- Enhanced support for some targeted clubs and recognition the HP program operates within the broader NSO ecosystem
- AS Head Office support around increasing the team profile and securing additional commercial and philanthropy revenues



PROGRAM
PHILOSOPHY

2

Sustainable integrated medal winning HP system cont:

Critical actions

Connected & aligned system

- Establishment of AS Futures to, in part, address inconsistent connection between AST/ASS with State Pathway Programs
- Improve information sharing and consistency of tools/resources between performance and pathway programs including maintenance of coach connection gains developed through Covid 2020 period
- Development of SSSM Servicing Framework and guidelines for each level of the HP system
- Protect the dynamic and uniqueness of HP environment but better alignment and leverage of AS Head Office enabling corporate and commercial services

Pathways

- More systematic leverage, sharing and engagement from AST to maximise impact on the pathway – without losing focus on medals & holistic development of priority senior athletes
- Recognise, value and resource the pathway to appropriate levels to build great depth in core medal classes and build of new class capabilities aligned to new athlete success profile
- More deliberate pathway support for some priority targeted club programs with quality coaches/squads including more explicit role of SIS./SAS to assist in building HP capability
- Resourcing and benefits required for an expanded NSW / NSWIS pathways program noting the Sydney-based NTC location, club coach capability and geography
- Additional clarity on 'desired' feeder boat classes to reduce the number of boat classes at youth & pathway level
- A revised focus on AS Youth classes and support opportunities to encourage retention and strengthen the feeder/pathway system

PROGRAM
PHILOSOPHY

3

Squad-based
performance
model

Critical actions

Class structure

- More consistent class specific, coach-led, squad-based approach across core medal classes... including expanded vertical reach & impact into the ASF program (for athletes and coaches)
 - Building class-specific squad depth, driving competitive pressure to a level where ‘capping’ numbers at each level is ultimately required
- ASF may facilitate athlete selection and movement in double-handed classes between crews and laterally across classes where appropriate
 - Explore new concept/option of an ASF Aggregated Fast Boat Development Program (new NIN partnership opportunity)

Coach leadership

- Establish squad-based leadership approach with a pool of national coaching and assistant specialist contractors/consultants to support the lead at periodised times across the cycle
 - Future job requirement with specific squad-based deliverables and KPIs

International Relations

- Maintain effective relations with NZ for squad-based training partners and other related DTE/regatta competitive opportunities
 - Establish Marseille and LA base and related partnerships to continue to leverage familiarisation processes & strengths
 - Maintain influential presence on World Sailing committees aligned to Australia’s HP priorities

	VERTICAL COACH LEADERSHIP									
	Laser	Nacra17	49er	49er FX	470	Radial	Offshore	Kites	Boards M	Boards W
AST	2	2	2	1	1	1	1	1	1	1
ASS	3	1	2	2	1	4	1	2	2	1
ASF Tier 1	8	Aggregated Fast Boat Development Program: 8-10 multi-class individual athletes in dynamic fast-boat squad			3	8	0	2	4	2
	Radial M	Fast boat underpinning - streamlined boat classes – <u>may</u> include FX; 49er; 29er			420	Radial				
ASF Tier 2	12	10-16 multi-class individual athletes in dynamic fast-boat squad			6	10	0	4	6	4

Notes:

1. Numbers of athletes/crews are an example only for illustration purposes

2. Two AST athletes/crews in a class would likely result in two in top 10 & likely 1 in top 3 & one in AST likely result in one in top 10 & less likely top 3

3. Lateral movement likely required across classes & feeder classes

4. New Olympic class numbers are targets only at this stage

5. ASF will likely require greater levels of subjectivity in selection/s

STRATEGIC
PRIORITIES

4

Effective use of athlete success profile

Critical actions

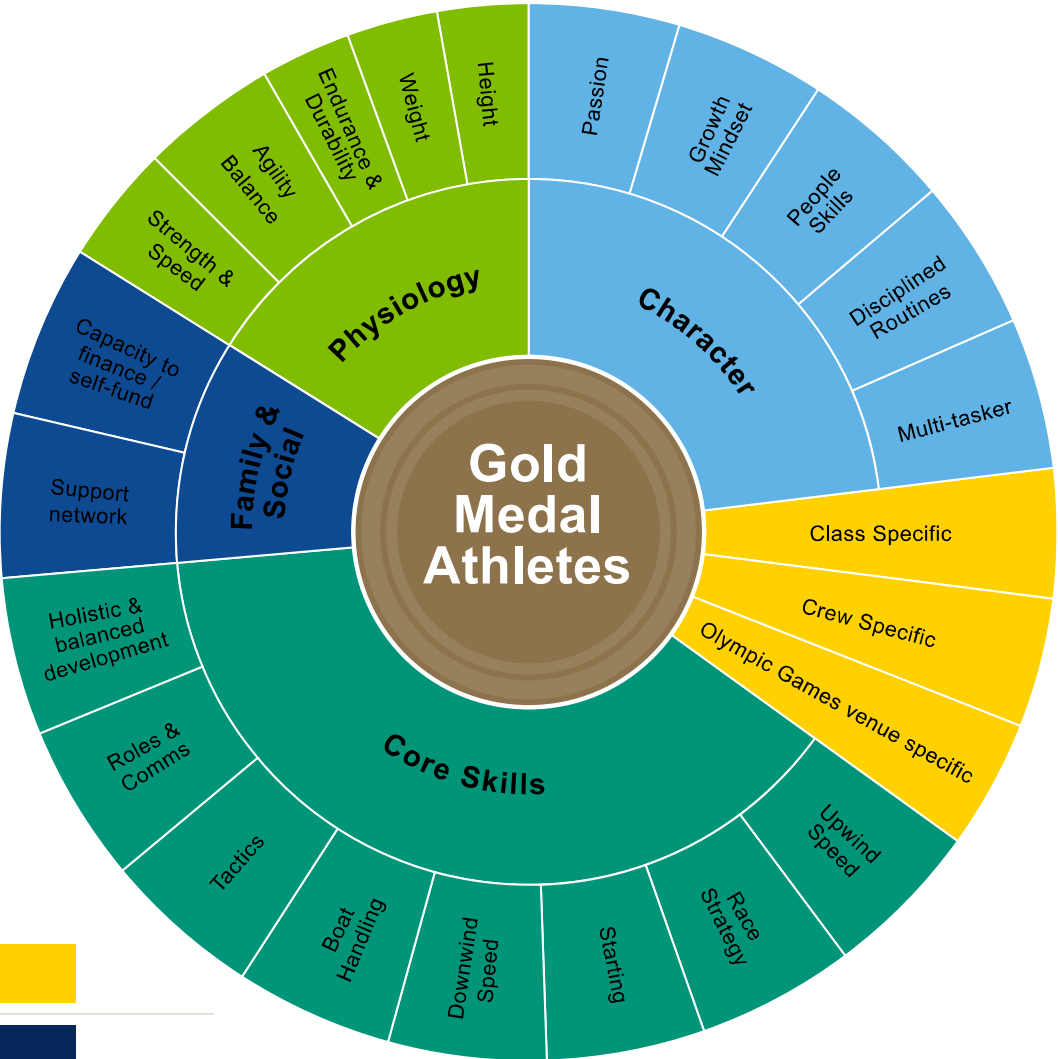
Success Profiles

- Develop & effective use of athlete profile with consistent priority areas & attributes across all classes including a section for specific class, crew & specific Olympic venue requirements
- Athlete profile to provide the anchor point for future talent identification, benchmarking and performance monitoring – integrated within athlete IPPs
- Inclusion of a coach and/or program profile over time

Athlete Profile

- A dynamic framework where specific priority & scale of importance of each attribute evolves & shifts overtime. Different for each layer of the pathway

- Include: Olympic Games venue specific
- Include: Holistic & balanced development



STRATEGIC
PRIORITIES

5.

Supercharge coaches & coaching

Critical actions

Coaching structure

- Review and formalise coach leadership model at performance and pathway levels
- Balance central national program employees with specialised and flexible contract/resource coaching pool (contracted days model)
- Enhanced coach leadership, and collaboration with management, on class specific planning and budgeting
- Ensure opportunities to retain experienced coaching IP & high-end technical knowledge through different capacity as ambassadors or mentors
- Class assistant coach/es support to provide continuity and stability across the cycle

Coaching recognition

- Improve recognition and promotion of the 'coaching-chain' and combined contributions to athlete success

Targeted coach development

- Develop coach success profile for squad-based leadership philosophy
- Appropriate planning and resourcing of coach development initiatives tailored for the specific needs – future job requirement and aligned with IPPs (including HP Coach wellbeing support prioritised)
- Squad-based people leadership development focus a core program requirement – 'humanistic' development priority
- Additional 360 degree review processes for the purposes of continuous improvement and learning
- Expert specialists engaged based on need & to stimulate coach development & the learning environment (i.e. skill acquisition, etc.)
- Identification, development & mentoring of new high-potential coaches

World-class development coaching

- Periodised engagement of AST coaches with ASF providing support for athletes and coaches
- Maintaining strong connections between State-based and national HP program coaches – leverage state coach capability & capacity at appropriate times across the cycle
- Value, recognise & remunerate world class development coaching over the longer term
- Establish targeted scholarship coach initiative to provide additional capacity at priority targeted clubs and accelerate coach development with co-investment

STRATEGIC
PRIORITIES

6.

Stepping up quality & consistency of the performance environment - campaign planning, tech & operational excellence

Critical actions

Tighten up operational management practices and policies

- Annualised operational priorities aligned to HP strategy
- Systematic process for staff planning, KPIs and review

Performance psychology / processing / mental skills

- Increased resourcing towards embedded staff + additional contractors to enhance service and cater for the range of needs and styles
- Mental skills foundation 'program' at AS Futures level including leveraging the AIS Pathway Gold Medal Ready initiative
- GMR program involvement to build confidence and position first time Olympians for immediate success

Restructure of AST Technical Services operational delivery model:

- Tighter integration of DTE Technical Support services with AST coaching group (e.g. resource embedded coach performance support assistant positions for some key classes)
- Identify, develop and grow AST strategic technical partnership network of the future i.e. trusted solution providers, research partners, commercial suppliers, external consultants, and facilitators (CSIRO, AIS Engineering, Boatbuilder, Universities, naval professionals, etc)
- Maintain strong & effective partnerships with AIS Tech & Innovation team
- Establish a Technical Advisory Group with specialised expertise & networked to leverage relationships & connections
- Strengthen internal oversight, integration & delivery of strategic environmental R&D initiatives via engagement of a dedicated Environmental Programme Manager subject matter expert

Evidenced-based Fit for purpose integrated (and adaptive) physical preparation model

- SSSM team to assist in the delivery of independent, robust and resilient athletes within the HP program
- Coach-led, embedded physical & mental preparation support to deliver success
- Standards, benchmarks & good practise for each class at each level of the pathway
- Increase training capacity (on & off the water) including enhancements in athlete availability
- Integration and embedded support prioritised

Enhanced campaign, ops planning & review processes

- Ramp up consistency and rigour in the pre-brief and de-brief processes to inform campaign planning – maintaining athlete:coach leadership of campaigns with management and coordination support
- Establish some peer and independent review engagement to add value to campaign thinking, planning and reviews

STRATEGIC
PRIORITIES

7.

Improve gender balance in HP pathway & increase medal winning women

Critical actions

7/10 Olympic boats in Paris 2024 require women!

Increase female participation and retention

- Establish female only training camps and development opportunities to fast track on and off water skill development with the aim of inspiring and building confidence in our female cohort
- Seek gender balance across the club network and within AS programs
- Leverage the *She Sails* brand to promote female participation across the performance pathway
- Targeted transition support for female athletes and establish 'unique' incentive retention initiatives for our senior female athletes
- Increase resourcing and support to re-engage talented women and earlier support for young talent to quickly build squads in female Olympic classes

Proactive support in the development of female coaches and leaders

- Deliver specific women leadership and coaching identification and development initiatives including access to AS staff professional development programs
- Leverage the Patrons program for female leadership support and mentoring

Accelerate skill development and enhance performance for female athletes

- Targeted identification of female athletes and provision of high quality performance support
- Targeted physical preparation program throughout the pathway
- Specialist women's coach to work in or across classes within the program
- Coach education and development targeted towards female athlete development
- Establish desire to win

STRATEGIC
PRIORITIES

8.

Build new capability in Boards & Kites over longer-term & specialised offshore approach

Critical actions

Boards and Kites

- Establish advisory group, pathway coordinator and engage the right technical expertise to build the strategy
- Build from the bottom up to establish pathway foundations and grow the right level of critical mass
- Support targeted campaigns if/where athletes accelerate their development and reach required performance benchmarks

Offshore

- Establish a non-traditional Olympic preparation strategy and approach – late intensive campaign support based on defined needs
- Develop first mover weather, current, environmental analysis advantage
- Development of desired athlete/crew profiles
- Leverage AS network and engagement of key individuals (and clubs) to support boat and equipment requirements
- Adopt a 'guide and advise' approach to athlete, team and class development
- Partner with CYCA for Blue Water Performance Series (BWPS)
- Develop ranking point system for BWPS and targeted overseas events
- Develop qualification and selection criteria

DELIVERY
MODEL

9.
Prioritised
medal class
portfolio &
enhance
repeatability

Australian Sailing HP Strategy - LA 2028 & beyond

Critical actions

Class portfolio & aligned resourcing

- Maintain a core medal and development class prioritisation model with different focus, resourcing and time horizons
- Deeper targeted support in the pathway in some medal classes to accelerate development where there is less depth early in the cycle & build repeatability capability
- Offshore* unknown but genuine opportunity given Australia's IP & expertise – customised non-traditional approach required

CORE CLASSES

- Targeted medal + repeatability programs
- Current 2024 & future 2028 cycle focus

DEVELOPMENT CLASSES

Foils pilot programs + Offshore targeted campaigns
– Future cycle 2028 + intensive campaign support (if appropriate)

Classes	2024 Medal Target Classes						Development/Pilot Classes*			
	Laser	Nacra 17	49er	49erFX	470 Mixed*	Laser Radial	Offshore Keelboat*	Mixed Kite	Boards M	Boards W
Event Gender										
Event Status	Established	Established	Established	Established	Consolidated event	Established	New event	New event	Established	Established
Medal target – Paris 2024	✓	✓	✓	✓	✓	✓	-	X	X	X
Current Evaluation	✓	✓	✓	✓	✓	✓	-	X	X	X
Evaluation: Gaps and Risk	Probable – significant talent depth, coaching experience and IP – moderate cost. Risk Low	Probable – moderate talent depth at developing and emerging level, strong coaching experience and IP. Moderate Risk: Retiring athletes, injury, high cost	Probable – significant talent depth podium potential down to emerging, strong coaching and IP. Moderate Risk: less podium experience, high cost	Possible opportunity – steep performance trajectory, moderate talent depth at podium potential down to emerging, strong coaching and IP. Moderate risk: less podium experience, smaller talent pool, high cost	Possible opportunity – significant program IP. Moderate Risk – retiring athletes, small athlete pool at podium potential developing level (particularly females), potential loss of coaching experience	Possible opportunity: significant IP in men's event and head coach, moderate cost, stable event to leverage long term investment. Moderate risk with significant gaps – athlete pool only at emerging level, reduced national program, diffused DTE and investment	Possible opportunity- great IP, expertise & expecting professional boat sailors to undertake campaign. Unknown boat & athlete/crew profile – moderate risk due to minimal program control	Outsider – 2028 focus Likely growth class for WS so need to build talent pool & capability. Women gap high risk but one crew developing	Outsider – 2028 focus Likely growth class for WS so need to build talent pool & capability	Outsider – 2028 focus Likely growth class for WS so need to build talent pool & capability. Women gap high risk

MEN WOMEN MIXED

DELIVERY
MODEL

10.
Clear
performance
pathways &
NIN & Patron
partnerships

Critical actions

Define pathway framework and
program purpose

- Establish an overarching pathway framework and more detailed operational guidelines
- Provide role clarity for coaches and key stakeholders
- Identify and prioritise support for athletes demonstrating clear high performance potential aligned to strategic priorities & athlete success profile requirements

Promote environments and experiences appropriate
to age and stage of development

- Enhance the capacity of targeted performance pathway clubs where quality coaches/squads exist – co-investment
- Maximise & prioritise support from the NIN for targeted athletes and coaches at the *most* critical areas & period of development
- Facilitate opportunities for integration across stages of the performance pathway
- Support developmentally appropriate competition opportunities



DELIVERY
MODEL

11.

Deliberate fit for purpose structure aligned to new strategy

Critical actions

Develop principles to guide the formation of a new HP staffing structure aligned to strategy, including:

- Build the revised structure balancing top down, with the right complementary skills in the HP senior leadership group, and bottom up based on squad-based + priority medal campaign needs
- Enhanced coach leadership, connection and accountabilities to ensure coaching is prioritised as the key enabler to drive success
- Structure to facilitate and prioritise campaign planning with integrated SSSM, tech and operations/logistics - scaled vertical impact and accountabilities in the pathway required
- Agile structure to adapt and play to people's strengths....but aligned to strategy and program philosophy
- Cost of living in Sydney and extended periods of time in Euro/Americas over the next 2-cycles are factors to consider a more flexible decentralised workforce – hub and spoke model but with balance to ensure critical mass & stability remains at NTC HQ at Middle Harbour




Explore opportunity for satellite HP hubs/centres:

- Review current operating model of a single-NTC hub at Middle Harbour
- Establish criteria for any possible future sailing HP national satellite centres and variety of camp/training block locations including:
 - Diversity of on-water conditions, quick access to ocean, cost of living, transport/traffic, space for boats & equipment, etc. are all considerations to be scaled based for the future role of the NTC and possible national satellite centre opportunities

APPENDIX 1

Olympic medal results by class: 2008 to 2016

	 2008 Beijing	 2012 London	 2016 Rio	TOTAL
GBR	4	4	3	11
AUS	2	3	4	9
FRA	3	1	3	7
NED	1	3	2	6
NZL	1	2	3	6
DEN	1	2	2	5

	 2008 Beijing	 2012 London	 2016 Rio
GBR	Laser, 470, Finn, RSXW (Star*, Yngling*)	RSX, Finn, 470,470W (Star*)	RSX, Finn, 470
AUS	470M, 470W (Tornado*)	Laser, 470, 49er, (WMR*)	Laser, 470, 49er, Nacra17
NED	470W (Yngling*)	RSX, Laser Radial,470	RSX, Laser Radial
FRA	RSX, 470, Finn	Finn	RSX, RSXW, 470W
NZL	RSX	49er, 470W	49er, Laser, 49erFX, 470W
DEN	49er	Finn	Laser Radial, 49erFX

(Discontinued Classes*)

APPENDIX 2

Olympic
Sailing Future
Operating
Context &
Environment



Funding & Costs

- Potentially **less AIS HP investment** unless we can demonstrate compelling evidence to shift from a 2-3 to 3-4 medal program
- Residual **impact of Covid-19** on Government, business, community and philanthropy financial support
- Likely to be **harder to attract international events and sailors** to Australia due to cost and tightening and complexity of international travel policies



International Competition

- **Focus on gender equality** impacting nature of events, entries and increasingly technical officials, race management etc. requirements
- **Some events will likely be shorter** overall in duration with more intense race days
- For most events, **bridging the gap** between youth pathway and Olympic sailing particularly for 18 - 23 years group will be a World Sailing priority – possible new events
- **Kites and foiling windsurfer** – new demographic and younger sailors at Olympic level



Olympic Qualification

- **Smaller quotas** in most events from gender equality/increased number of 2-person events
- **Likely need to be at least world top 10 to qualify outside of continental qualification system** including, increasing pressure on Oceania to justify being treated the same as other continents for Olympic qualifying places



Other Factors

- **New and expanded** professional and semi-professional sailing opportunities, particularly for Olympic male sailors
- Over the longer-term (other than Offshore which will happen in Paris 2024) **moving sailors to boats** rather than moving boats around the world
- **E-sport growth** in the international and Australian sport markets
- Overall **mental health challenges** and sedentary lifestyle trends within the Australian community
- **Economic impact of Covid-19** on clubs, sponsors, membership, etc.



APPENDIX 3

Performance targets and projections overtime: 2021-2028

ANNUAL TARGETS & MILESTONES TO DELIVER 3-4 MEDALS (INCLUDING MIN OF 2 GOLD) + 1-2 TOP 10s PARIS 2024 & LA 2028

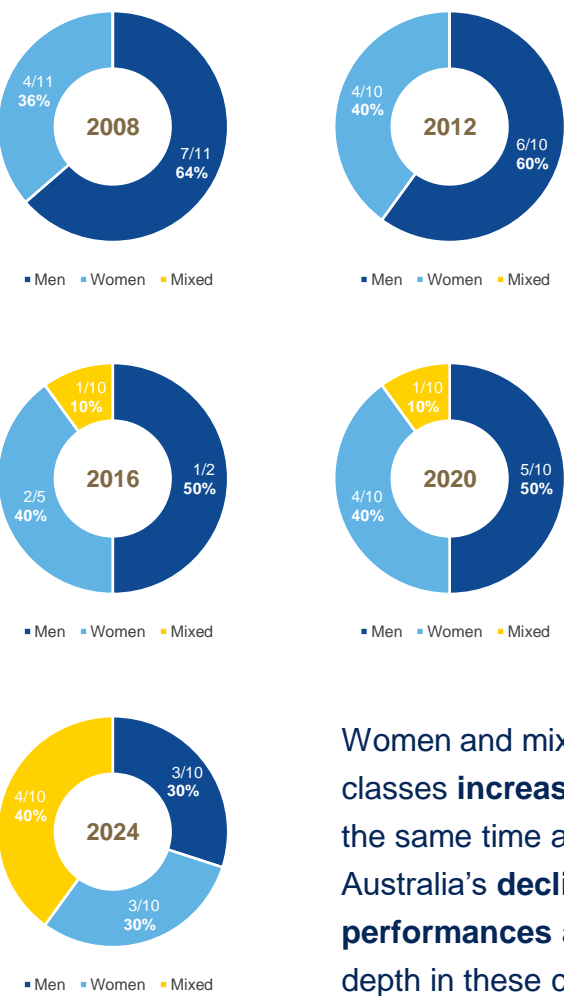
	Top 3	Top 10s	Total top 10s	Probable	Potential	Outsiders
2021	3*	1	4	Laser	470	Kites
2022	2-3	1-2	3-5	Nacra	FX	Boards
2023	3	2	5	49er	Radial	
2024	3-4	1-2	5		Offshore**	
2025	2	1	3	Probable	Potential	Outsiders
2026	2-3	1-2	3-5	Laser	Radial	Kites
2027	3	2	5	Nacra	FX	Boards
2028	3-4	1-2	5	49er	Offshore**	
	*2020 Olympic forecast			470		

As at August 2020 and to be reviewed annually & adjusted where appropriate
**Offshore potential currently unknown but good expertise, IP & possible private support for this class

APPENDIX 4

Gender equality shifting international context and Australia’s declining performance

OLYMPIC GAMES SAILING PROGRAM PER GENDER



Women and mixed classes **increasing** at the same time as Australia’s **declining performances** and depth in these classes

COMPARISON: AUSTRALIA RESULTS PER GENDER

2005-2008	Men	Women
Top 10 BME	63%	85%
Medals BME	40%	20%
Medals OLY	29%	25%

2009-2012	Men	Women
Top 10 BME	60%	45%
Medals BME	47%	10%
Medals OLY	50%	25%

2013-2016	Men	Women	Mixed
Top 10 BME	68%	20%	*100%
Medals BME	44%	0%	40%
Medals OLY	60%	0%	*100%

*One mixed class only

APPENDIX 5

Roles & responsibilities of our valued NIN Partners



NIN Partnership Philosophy

Through collaboration in program design and delivery, sharing of high performance expertise, and co-investment our National Institute Network (NIN) partners are valuable and critical contributors to AS High Performance outcomes

Role of the SIS/SAS

- **Prepare:** Develop skills, knowledge and behaviours necessary for future high performance success
- **Launch:** Provide targetted support to facilitate the transition from State to National performance programs
- **Boost:** Add value to ASS/AST support in the local daily training environment
- **Catch:** Provide transitional support for ASS/AST athletes during periods of reduced national support related to performance, injury/illness, crew/class changes or personal circumstances

Responsibilities of the SIS/SAS

- Provide program leadership/management support to deliver State Sailing Performance Programs (SSPP) in conjunction with AS
- Collaborate with AS to provide coaching and performance support to targeted athletes in the AS Performance Pathway via the SSPP Framework
- Support the development of key AS Performance Pathway Coaches (and some targeted clubs) through facilitation of within and cross-sport learning opportunities

Outcomes of productive NIN Partnerships

- Athletes have a clear understanding of NIN and AS support provisions available at each stage of the Pathway
- Athletes and coaches receive the support they need to achieve their goals, and demonstrate progression against clearly articulated individual performance plans

- Coaches have role clarity, clear KPIs, and are connected to National Coaches, other State Coaches, and AST/AS Pathways staff
- Performance support staff have role clarity, clear KPIs and are connected to AST SSSM Leads
- Athletes are supported to successfully transition into, through and out of the AS Performance Pathway
- Communication between AS and NIN partners is bi-directional, regular and transparent
- There is a sustainable pool of talent for all classes across all stages of the AS Performance Pathway
- Stakeholders report high satisfaction with program delivery and communication
- AS provide clear technical direction, role clarity and have visibility in the respective NIN local environments
- AS assists NIN partners to deliver on their own strategic objectives and provide genuine ROI